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Date: 2 May 2012

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~~SC-M-33~~

17 December 1951

STAFF CONFERENCE

Minutes of Meeting held in Director's  
Conference Room, Administration Building  
Monday, 17 December 1951, at 1100 hours.

General Smith Presiding ✓

Allen W. Dulles, Deputy Director ✓

Frank G. Wisner, Deputy Director for Plans ✓

~~Walter R. Wolf~~, Deputy Director for Administration. *White*

Loftus E. Becker, (Executive Assistant to the Director - *Common*)

Colonel Chester B. Hansen, Assistant to the Director ✓

James M. Andrews, Asst. Director for Collection and Dissemination ✓

Colonel Matthew Baird, Director of Training ✓

George G. Carey, Assistant Director for Operations ✓

~~H. Marshall Chadwell~~, Asst. Director for Scientific Intelligence. *Chadwell*

Brig. Gen. Trubee Davison, Director of Personnel ✓

Kingman Douglass, Assistant Director for Current Intelligence ✓

Col. James H. Drum, A/Chief, Technical Services Staff, O/DD/Plans ✓

~~Lyman B. Kirkpatrick~~, Assistant Director for Special Operations *Helm*

~~William L. Langer~~, Assistant Director for National Estimates *Bureau*

*Langer* ~~Maj. Gen. H. M. McGlelland~~, Assistant Director for Communications

Gerald Miller, D/Assistant Director for Policy Coordination ✓

William N. Morell, Jr., Office of Research and Reports *William*

James Q. Reber, Asst. Director for Intelligence Coordination ✓

*Col E. Edwards*

*Col Taylor*

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1. Problems Incident to Agency Expansion.

Mr. Wolf noted that the rapid expansion of the Agency in recent months, as to which he gave some figures, raised a number of problems. He posed the following questions:

- a. Are people being subjected to too many moves?
- b. Are we creating morale problems by bringing in so many new people, above and below longer term employees?
- c. Is the CIA personnel turnover too large?
- d. Generally, is our expansion too rapid?

The Director commented that the answer to the fourth question posed by Mr. Wolf was, "yes". He stated that it would be the policy of this Agency to go slow on expansion and to insist on high quality in personnel. He preferred to have the Agency understaffed, rather than to have the wrong kind of people working for it. This would require very careful selection of personnel, with an effort to secure people prepared to stay for some substantial period of time.

The Director also commented that he was not satisfied with current forecasts of future expansion. In some cases, these would have to be reduced as much as one-half to two-thirds.

General Davison commented briefly on the CIA personnel turnover rate, noting that it was somewhat lower than a number of other Government agencies and that it had been substantially reduced in recent months. The Director commented that he would be content to see a larger turnover rate, if it was the result of a purge of the unfit. He did not feel that there was any necessity for slowing down the employment of new personnel, so long as standards were raised. That, in itself, would accomplish the desired result.

2. Coordination of VIP Briefings.

Colonel Baird requested authority to coordinate the indoctrination briefings of VIPs. He referred to an instance in which the time of a number of relatively important people in the Agency had been taken up with briefing a single individual. The Director stated that the way to handle such a situation was to take longer in order to indoctrinate such an individual, so as not to take so many people away from their jobs.

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3. CIA Representation on Armed Services Personnel Interrogation Center, Armed Services Documents Intelligence Center and Joint Materiel Intelligence Agency.

Mr. Kirkpatrick noted that the foregoing committees had been created as JCS subcommittees without prior discussion with CIA, which had an interest in the field of each. It was noted that only one of these organizations was in being, namely JMIA.

The Director commented that CIA's real objective was to get the product of such groups and to insure that they understood DCI's requirements. He directed that this matter be referred to Mr. Reber and that it should be handled, if possible, without CIA representation. If CIA did send representatives, we should be certain that the men chosen to represent the Agency were of the type who would do so with credit.

4. Coordination of Activities in Berlin.

The Director noted that he had conferred with General Bolling respecting the coordination of activities in Berlin. General Bolling had referred to a colonel, presently finishing his course at the National War College, who would be competent to do this work. It was contemplated that the colonel would be put under General Truscott's policy direction.

5. AD/SO.

The Director announced that as of this date Mr. Kirkpatrick was taking over as Assistant Director for Special Operations and that Mr. Helms would be his deputy.

6. CIA Representation on ICIS Subcommittee on Unconventional Warfare.

Dr. Chadwell raised the question as to whether it was appropriate for OSI to furnish CIA's representation on the ICIS Subcommittee on Unconventional Warfare. The Director stated that this matter should be referred to Messrs. Reber and Jackson who would reach a "yes" or "no" decision, for presentation to the Director for approval.

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7. Utilization of Military Personnel.

General Davison noted that a number of the military personnel assigned to the Agency were complaining that full use was not being made of their services. The Director stated that each of the Assistant Directors should review the situation in his own Office and should insure that the capabilities of these men were being fully utilized.

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